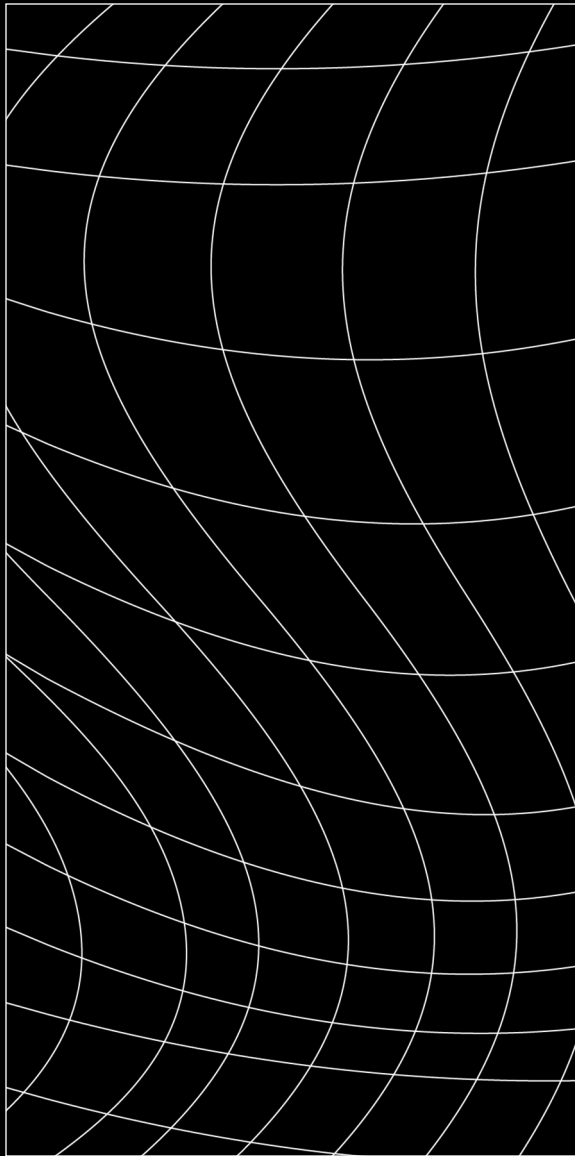




**Under Aliah Berman's leadership, GMR Marketing follows the DEI by Design philosophy, which integrates DEI into our internal culture, workforce and client work. To hold ourselves accountable to this philosophy, we maintain a governance structure for DEI that ties DEI goals to our business strategy through collective responsibility from our executive leadership team. Our Executive DEI Council (EDEIC) is comprised of our 12 most senior leaders, including our president and CEO.**



## Story 01

### *Notes from Leadership*

- 05 CEO LETTER
- 06 CHIEF DIVERSITY OFFICER LETTER

## Story 02

- 08 DEI PRINCIPLES

## Story 03

### *Community Creates Culture*

- 10 FINDING COMMUNITY
- 12 HOW OUR COMMUNITY COMES TOGETHER

## Story 04

### *Industry Leadership*

- 14 GLOBAL SERVICE DAY
- 16 GLOBAL SPORTS & ENTERTAINMENT COUNCIL EVENT
- 18 SEEN CAREER SHOWCASE

## Story 05

### *GMR StoryMaker Expression*

- 20 STORYMAKER REFLECTION
- 23 SPEAKERSHIPS

## Story 06

### *DEI in the Work*

- 25 CREATING AN AUTHENTIC NARRATIVE
- 28 CASE STUDY: GOOGLE / NBA

## Story 07

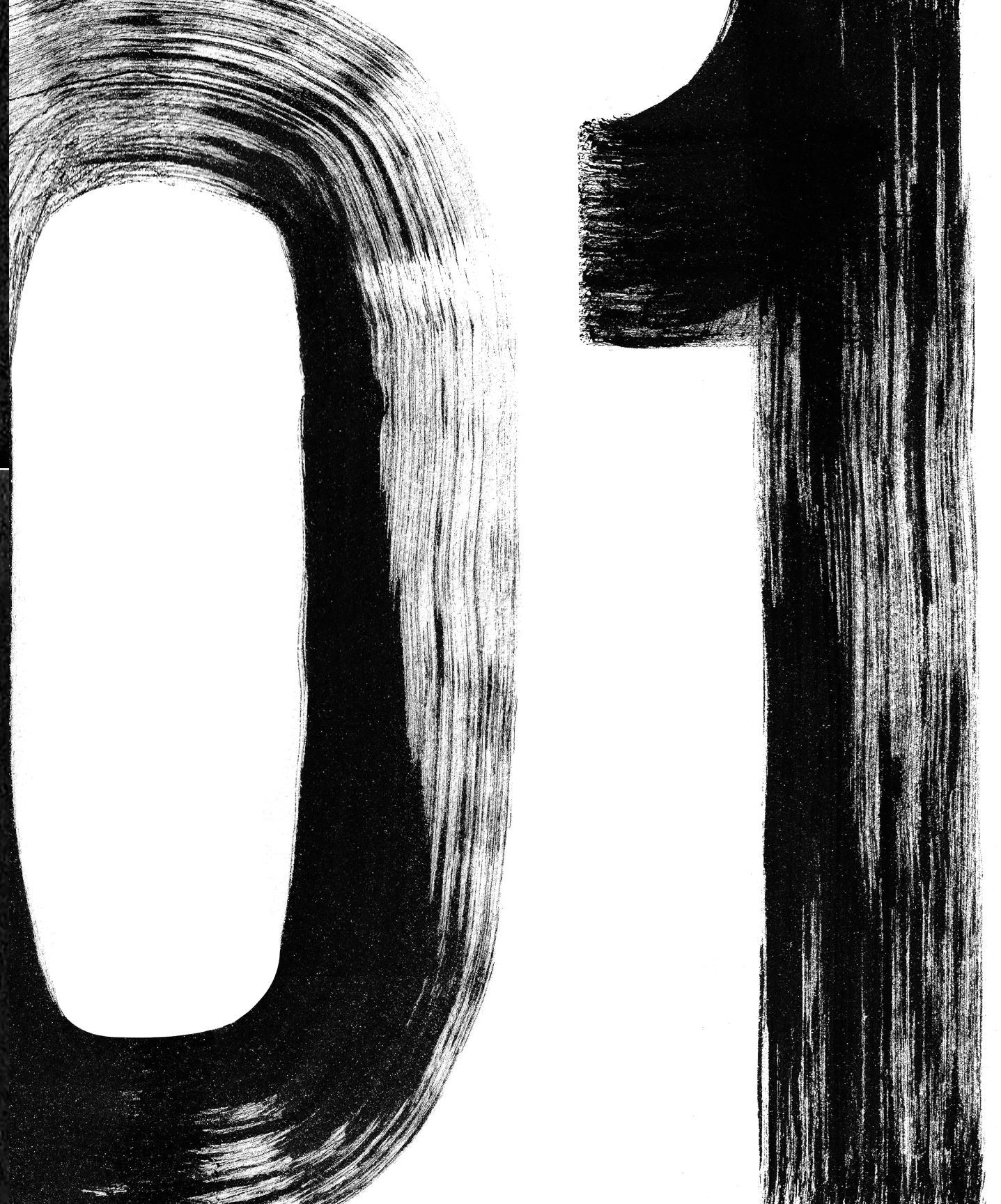
### *DEI Training and Accountability*

- 31 EVOLVING OUR DEI LEARNING JOURNEY
- 33 DEI LEARNING PATHWAYS
- 34 DEI CREDIT SYSTEM

# TABLE OF CONTENTS

STORY 01

# Notes From Leadership



**CEO LETTER**

As I reviewed the words I wrote in this space last year, which reflected on our agency's DEI journey in 2021, one familiar phrase kept coming to the front of my mind: "Change is a constant."

While those words aren't unique to GMR, they've always held a deeper meaning here. When I joined this team 13 years ago, that phrase was on a sign affixed to one of our building's main entrances. For marketers, it's a phrase we must live by, as it forces us to constantly ask the right questions about the work we're doing for our clients, our audiences, and ourselves.

And now, more than ever, those words are key for me in framing the progress of our Diversity, Equity, and Inclusion journey. The acceptance of change in DEI gives me a deep feeling of optimism for our present and our future, both as an agency and as a society.

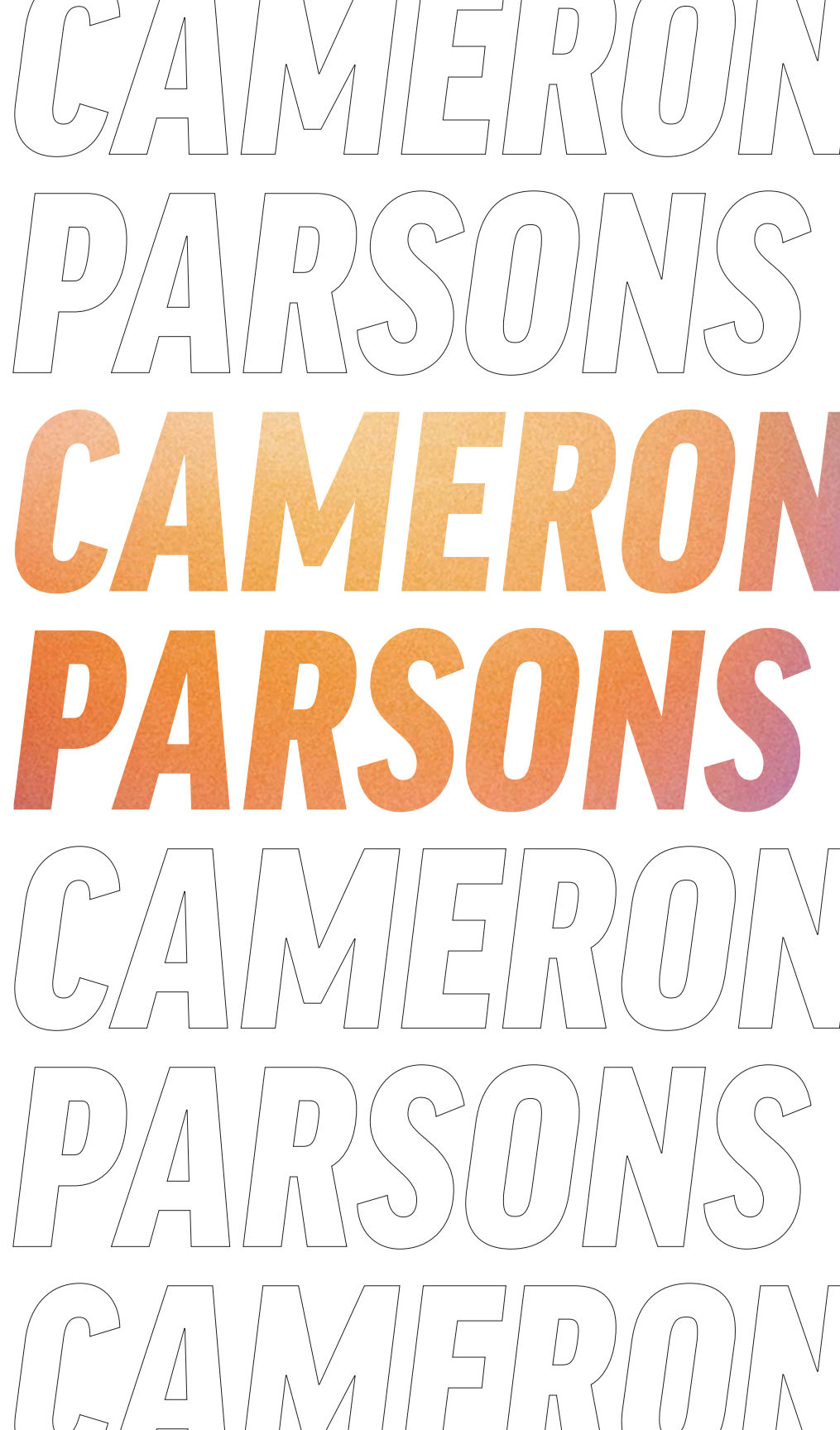
Optimism can be hard to come by nowadays when it feels like at every turn the news is another personal or natural disaster or an instance of violence or hatred toward a specific community of people. Within the pages of this report, though, are an encapsulation of what I think is happening across the world's corporate landscape – a commitment by individuals, companies, and communities to commit their respective resources and expertise to build equitable spaces across society, be

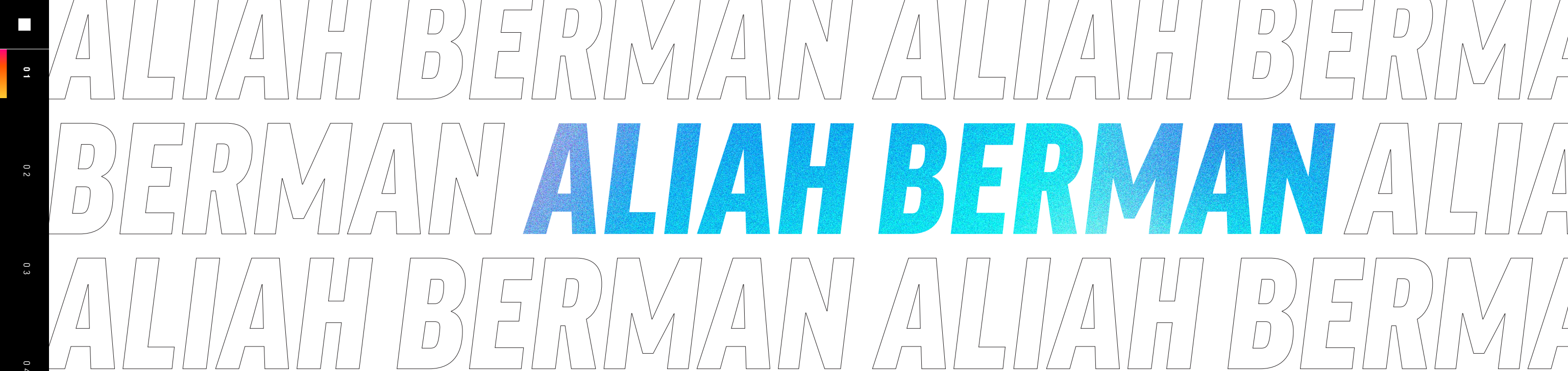
it at home, at work, or in the common places we gather as friends and families.

2021 was a year of internal growth and progress on GMR's DEI journey, and in 2022, we started to take that positive momentum and translate it to progress in the work we do for our clients. You'll learn about how our creative design process has evolved through a focus on the power of representation, as well as our approach to developing purpose-driven partnerships for our clients.

You'll also get to read about the continuation of our DEI journey for our StoryMakers, including the launch of several new Employee Resource Groups and Agency Experience Councils, as well as our robust DEI learning pathways, which opened new doors in our traditional career development pathways.

This is the type of great work that gives me boundless optimism for the future, as I know we'll continue to come together with creative thinking that allows brands to positively impact the issues facing all humans, including sustainability, social change, and racial division.





01  
02  
03  
04  
05  
06  
07  
GMR MARKETING 2023

### CHIEF DIVERSITY OFFICER LETTER

Cameron’s message of optimism underpins the progress that goes into creating an inclusive workplace, one that not only drives change inside its walls, but empowers its people to do the work that creates social change in our society.

At GMR, our commitment to DEI has always been directly tied to our larger vision of being the most unforgettable, ingenious, and influential agency in the world. Every day, our StoryMakers are delivering experiences that tap into the human needs that create lifelong memories. To be able to do

that requires a unique mix of empathy, cultural awareness, and inclusivity, which has provided us with an employee base that is deeply diverse in background and perspective.

This year, I’ve observed an evolution in our StoryMakers; they’ve grown confidence in asking different questions, demonstrating increased curiosity, and applying an alternate lens to our work. The results are work that is more culturally real and the creation of more inclusive practices across our agency. I’ve seen our StoryMakers champion each other,

whether providing support in challenging the status quo to get to a more inclusive idea or process or cheering on fellow StoryMakers during heartfelt ERG discussions and DEI programs.

I’m immensely proud of our StoryMakers’ engagement in driving inclusion and I’m encouraged that they will continue to hold GMR accountable for upholding our values of fairness and respect for everyone.

STORY 02

# DEI Principles



DEI PRINCIPLES  
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DEI PRINCIPLES  
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DEI PRINCIPLES  
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DEI PRINCIPLES

**01** Uphold DEI as our operating system. It is central to everything we do.

**02** Hold ourselves accountable, always.

**03** Make room for mistakes. Even with good intentions, we're still learning and growing.

**04** Acknowledge discomfort. Move forward with courageous dialogue.

**05** Keep a clear goal but take a flexible path. Allow for healthy disagreement.

**06** Strive to be an industry leader. Be the change we expect to see.

**07** Lead with respect and kindness. This is non-negotiable.

**08** Never stay neutral on inequity or human rights.

**09** Focus on impact, not intent.

**10** Value progress over perfection. Let's go.



STORY 03

# Community Creates Culture



# Finding Community

KEN  
BLACK

*Chief  
Creative  
Officer*

GMR is the experience agency born of humanity and we've found what humans crave most is connection and a sense of belonging. With the shift from in-person work to our remote Anyplace Workplace Experience (AWE), StoryMakers needed a place to connect, build community, and create projects driven by passion. At GMR, we offer StoryMakers these connection opportunities through Employee Resource Groups (ERGs) and, new this year, Agency Experience Councils (AECs).

Our ERGs have been a long-standing offering at GMR, but in February 2022, our agency DEI team expanded and restructured the existing ERG program to accommodate the agency's hybrid work experience. Our ERGs center community and connection for individuals with shared experiences and identity, while the AECs focus on improving the policies and systems that impact all GMR StoryMakers. In tandem, these

two programs serve a powerful internal mechanism for StoryMakers advocating for change, equity, and participation among all StoryMakers.

"ERGs and AECs are wonderful places to ensure everyone has a voice and can be seen," said Ken Black, GMR's Chief Creative Officer and the Executive Sponsor of the THRIVE ERG (supporting StoryMakers with disabilities). "They not only include everyone, but also provide an opportunity for more voices to be heard on diverse topics. They fuel members, but also help to provide an important forum for discussion for the rest of the agency. These are not insular groups; they are extensions of all of us. We cannot expect to have a high-performing team and produce world-class work without having an environment that gives each of us the ability and opportunity to thrive."

*"We cannot expect to have a high-performing team and produce world-class work without having an environment that gives each of us the ability and opportunity to thrive."*

KEN BLACK



STORY 03

*Finding  
Community*

The purpose of the newly expanded ERG program is to provide greater belonging and work towards equity for people with shared needs, challenges, and barriers. ERGs have proved to be an effective solution to bring forward new ideas to the agency. ERGs help provide valuable insight for client work, engage StoryMakers in thought-provoking and educational events, and create inclusive spaces for growth and community.

Black added, “Imagine a place where you can safely share your state of mind, experience a moment of calm reflection with other high-performers, listen to firsthand experiences on topics that range from mindfulness, to neurodiversity, to finding the perfect therapist, and simply realize that you aren’t the only one.”

“We are humans hoping to inspire each other through our experiences. ERGs and AECs give us the opportunity to be more than employees, more than businesspeople, more than teammates, and simply be creative and curious people working together to do something special. They acknowledge that we aren’t just one thing, but many things and provide a way for us to find the many of “our people.”

The four AECs are Community Impact, Wellness, Connections, and Sustainability. The five ERGs include Blacklight: An ERG

supporting Black StoryMakers, GLOW (Growth Leadership and Opportunities for Women): An ERG supporting Women, PRISM Supporting LGBTQIA+ StoryMakers; Yo Soy... Supporting LatinX StoryMakers; THRIVE Supporting StoryMakers with Disabilities

Since launching the dual AEC/ERG program, one in four StoryMakers participated in at least one of the four AECs or five ERGs.

As an executive sponsor of Thrive, Ken seeks to create a safe space for existing and future StoryMakers with disabilities—all while using meetings to drive dignity, grace, belonging, and empathy. Ken explains, “THRIVE is a special place with incredible people who show their humanity by being vulnerable, supportive, and generous. This is part of living up to GMR’s mantra of being “Born of Humanity. Simply being human-centered and recognizing the many dimensions of what that means - together.”

*“ERGs and AECs give us the opportunity to be more than businesspeople – they acknowledge that we aren’t just one thing, but many things...”*

KEN BLACK

**ERG** EMPLOYEE  
RESOURCE  
GROUP

**BLACKLIGHT**  
*Supporting Black  
StoryMakers*

**THRIVE**  
*GMR’s accessibility ERG  
supporting StoryMakers  
with Disabilities*

**GLOW**  
*Growth Leadership and  
Opportunities for Women*

**YO SOY**  
*An ERG supporting  
LatinX StoryMakers*

**PRISM**  
*Focusing on LGBTQIA+*

HOW OUR COMMUNITY COMES TOGETHER

28%

75

85%

HERITAGE MONTH EVENTS

*160 average participants,  
28% of the agency*

DEI TALKS:

*75 average participants,  
13% of the agency*

ALL AGENCY ERG MEETINGS:

*50 average participants,  
85% Overall DEI Engagement Score*

01

02

03

04

05

06

07

OGMR MARKETING 2023

12

STORY 04

# Industry Leadership



# Global Service Day

ALEX  
BEER

Chief Client  
Officer



*“In 2022, more than 150 GMR StoryMakers around the world joined the Community Impact AEC in GMR’s inaugural Global Service Day. The day, which supported more than a dozen non-profit organizations, was a combination of what we do best at GMR — creating memories.”*

ALEX BEER

STORY 04

Global Service Day

At the start of 2022, GMR launched our Agency Experience Councils (AECs) – groups that impact the culture of GMR and drive advancements in the StoryMaker experience across wellness, sustainability, community, and connection. When presented with the opportunity to act as executive sponsor of the Community Impact AEC, I jumped at the chance to stand alongside my co-leads to create a meaningful impact not only inside our agency, but across the communities where our StoryMakers live and work.

When we set out to establish our corporate social responsibility strategy, we knew that community involvement in a virtual world would be more important than ever before. It pushes us to do something together in support of GMR’s values—creating bonding moments that were once organic and frequent, but now require intentional effort. That’s where the idea for Global Service Day was born.

While GMR has always offered agency-organized volunteer opportunities for our StoryMakers, we’ve never done it as a collective, instead opting to plan individual days of service at hub locations. Inspired by our clients who run similar corporate-wide volunteer events, my AEC team and I knew we needed something that fit the global nature of the agency and

had a replicable format to create lasting relationships and measurable impact across different cities, and even countries.

In 2022, more than 150 GMR StoryMakers around the world joined the Community Impact AEC in GMR’s inaugural Global Service Day. The day, which supported more than a dozen non-profit organizations, was a combination of what we do best at GMR—creating memories. And while we weren’t in the office, I can confidently say that our work and creativity greatly benefited from the opportunity to come together across the globe to create what we call “bright bulb moments.”

We have big plans to do more heading into 2023. With the success and positive feedback from Global Service Day, we’re pushing to make this event even larger and more impactful. Additionally, the agency provides each StoryMaker with two full days of volunteer time. Our goal is to help every employee fill that time with opportunities that fulfill them.



01  
02  
03  
04  
05  
06  
07  
G&M MARKETING 2023

STORY 04

# Global Sports & Entertainment Council Event

BRENNA HUCKABY

*Three-time Paralympic Gold Medalist*



INDUSTRY LEADERSHIP  
INDUSTRY LEADERSHIP  
INDUSTRY LEADERSHIP  
INDUSTRY LEADERSHIP  
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INDUSTRY LEADERSHIP



STORY 04

Global  
Sports &  
Entertainment  
Council Event

At GMR, we strive to be an industry leader—we want to be the change we expect to see. Part of this process means leading courageous conversations that connect the humanity of our StoryMakers with the work that we do as an agency.

This year, GMR hosted several events and discussions focused on the impact of mental health, imposter syndrome, and the importance of wellness in the workplace. Early in 2022, GMR's Global Sports and Entertainment Council in partnership with Bea Hoffman, DEI Lead, hosted a fireside discussion with three-time Paralympic Gold Medalist Brenna Huckaby on the importance of mental health advocacy.

“What’s important to realize is that we all have belief systems that do not serve us. When we go and learn about those, we can be better humans, better employees. I think finding a way to share about opening the door and conversation about how mental health is for everyone is what is important. Why can’t we find a way to have conversations as often about mental health as we do about physical health?”

At GMR, these conversations have paved the way for StoryMakers to advocate for their mental health with their managers and with their coworkers. GMR's panel with Brenna highlighted the necessity of

this with more than 150 StoryMakers in attendance.

“You always run the risk of people telling you that you’re weak. I think people look at elite athletes as superhuman rather than human and, as an athlete, you’re pushing your body beyond limits that are healthy. I think that now that we’ve seen so many athletes come out and not be able to live their lives beyond sport after, it’s a lot easier to look long term and think I want to be a person after this.”

Whether performing as an elite athlete, or operating at the highest level in your field, advocating for your mental health in the workplace is essential. At GMR, we are continuing to emphasize the importance of this conversation by equipping our leaders with the tools needed to lead complex conversations around mental health and empowering our StoryMakers to destigmatize discussions about mental health and wellness in their day to day.

*“What’s important to realize is that we all have belief systems that do not serve us. When we go and learn about those, we can be better humans, better employees.”*

BRENNA HUCKABY

# SEEN Career Showcase

GWENDOLYN  
EVANS

*Associate  
Talent  
Acquisition  
Partner*

For the second year in a row, GMR sponsored and participated in a career showcase led by Sports & Entertainment Equity Network (SEEN), a DEI-driven 501(c)(3) non-profit organization dedicated to hosting memorable events and creating opportunities for Black & Brown professionals in the industry. Every year, the SEEN Career Showcase serves as an opportunity to connect with talented professionals who are seeking employment and building relationships with potential employers such as GMR. Beyond recruiting for current open positions within the agency, we leveraged our partnership with SEEN to connect our most senior leaders with SEEN participants to establish relationships for future career opportunities.

Gwendolyn Evans, Associate Talent Acquisition Partner, led GMR's involvement in the showcase and identified informational interviews as an extended and untapped space in our

current recruitment efforts. "Diversity recruiting fairs, like the SEEN Showcase, allow candidates from marginalized communities one thing: access. Access can mean the world of difference for professionals of color. It introduces them to new opportunities within the agency and helps them build meaningful connections with GMR leaders. It also creates visibility for these individuals for future career opportunities"

Through this year's efforts, we engaged with 18 professionals and held several formal and informational interviews. Evans said, "By extending our focus beyond open roles and instead examining our talent pool as a whole, we've been given a chance to continue to level the playing field and provide a more equitable experiences for both the candidate and our teams at GMR."

*"Diversity recruiting fairs, like the SEEN Showcase, allow candidates from marginalized communities one thing: access. Access can mean the world of difference for professionals of color."*

GWENDOLYN EVANS



STORY 05

# GMR StoryMaker Expression



# StoryMaker Reflection

SARALA  
MRUTHUNJAYAPPA

*StoryMaker  
Expression*

Every year, people from around the country come together to celebrate special cultural moments that have a profound impact on their lives and identities. From honoring Martin Luther King Jr. Day to celebrating Pride Month, at GMR we understand what it means for a moment in time to lead to memories that last forever. In 2022, we committed to recognizing cultural moments in a meaningful way that put StoryMakers and their personal experiences at the heart of what we call “StoryMaker Reflections.”

Over the course of the year, we recognized 10 cultural holidays by sharing a StoryMaker Reflection, which included a personal statement alongside a graphic that visually represented their identity, creative career path, or their personal connection to DEI. Rather than producing formal and predictable

corporate statements around moments like Black History Month, this new human-centered approach reminded the agency of the true beauty within moments of cultural significance.

For Asian American and Pacific Islander Heritage Month in May 2022, Sarala Mruthunjayappa, a Digital Project Manager on GMR’s Experience Technology (XT) team, shared the story of her move from India to the United States and how it shaped her outlook on uniqueness, culture and belonging.



Sarala  
Mruthunjayappa

*“We are all formed by our individual experiences and beliefs. I know I am not alone in some of my experiences and, as I go through life, I will encounter my people. Life is transformative. Feeling lost is normal and no matter how ‘put together’ everyone around you seems, when you dig deeper and understand the experiences of others, you realize that they’re all just figuring it out as they go.”*



01

02

03

04

05

06

07

GMR MARKETING 2023

21

STORY 05

*StoryMaker  
Reflection*

“We are all formed by our individual experiences and beliefs,” Mruthunjayappa wrote in her StoryMaker Reflection. “Knowing that I’m not entirely alone in this, and as I go through life, I will encounter my people. Life is transformative. So, feeling lost is normal and no matter how ‘put together’ everyone around you seems, when you dig deeper, you’ll realize that they’re all just ‘figuring it out’ as they go.”

Giving StoryMakers the opportunity to share their individual stories highlights the importance of inclusion and vulnerability at GMR. When people feel safe to share their life experiences, others can relate and learn more about different cultures inspiring rich dialogue and enhanced creativity.

STORYMAKER

REFLECTIONS

STORYMAKER

REFLECTIONS

STORYMAKER

REFLECTIONS

STORYMAKER

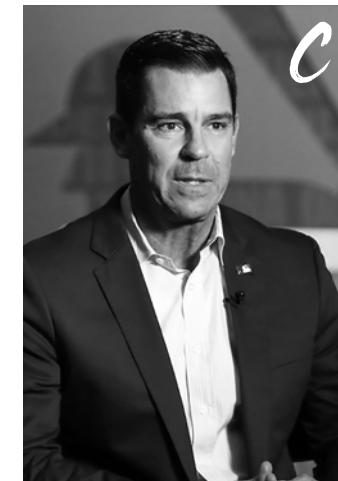
# Speakerships

## StoryMaker Expression

StoryMakers continue to raise their voice and speak up on topics that matter. The audience and platforms changed throughout the year, but the consistent focus was Diversity, Equity, and Inclusion. Adam Lippard, Chief Partnership Officer, spoke on how to create and sustain an inclusive workplace with panelists, Oris Stuart (Chief People and Inclusion Officer at the NBA) and Billy Bean (SVP DEI and Special Assistant to Commissioner at the MLB) at SBJ's virtual All In Conference. Senior Director of Partnerships and Social Impact, Gerard Littlejohn took the physical stage at SBJ's in-person All In

Conference, talking about organizations driving positive change. StoryMaker Peter Aiello, vice president client consulting and services, joined GMR's US Bank Client, Chris Lee, for a fireside chat about equitable partnerships in women's sports at Hashtag. During *The Epicenter Conference*, StoryMakers Chris Hoyler (Vice President of Communication), Sophie Maldonado (Senior Director of DEI), and Bea Hoffman (DEI Lead) sat on the *Innovation in Equity, Diversity, & Inclusion* panel.

And that's just to name a few DEI speakerships that happened in 2022.



**A** ADAM LIPPARD, **B** SOPHIE MALDONADO, **C** BILLY BEAN, **D** GERARD LITTLEJOHN, **E** PETER AIELLO, **F** BEA HOFFMAN, **G** CHRIS HOYLER, **H** ORIS STUART, **I** CHRIS LEE

STORY 06

# DEI in the Work





# Creating an Authentic Narrative

## *DEI in the Work*

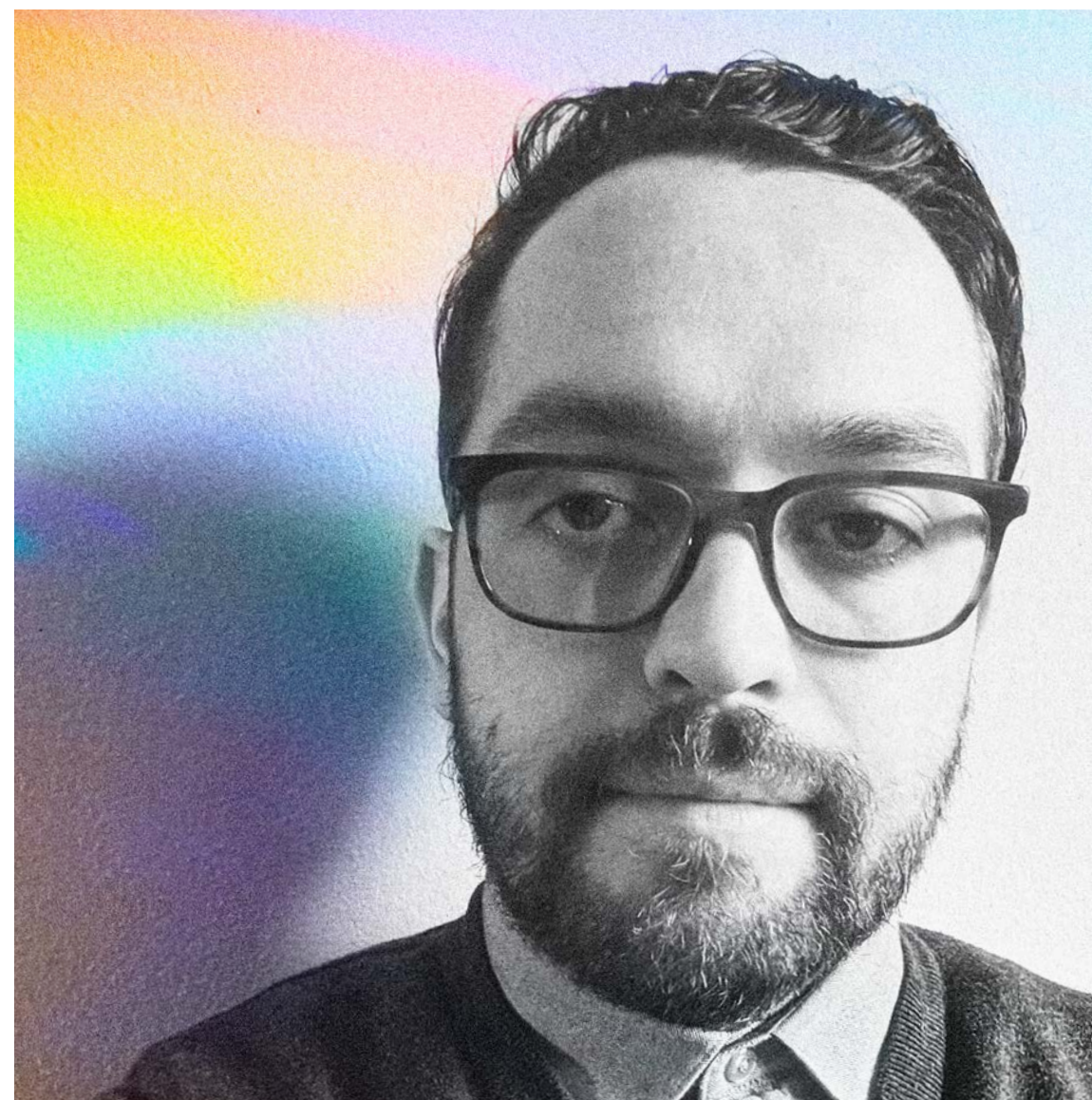
At GMR, our projects create unforgettable memories. In 2022, we took this a step further by continuing to illuminate diversity within our client work. Our goal is to bring forward the power of representation, with the understanding that the work can only be impactful when it is authentic.

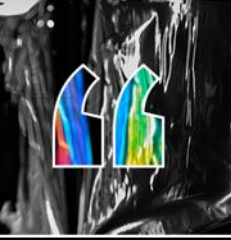
“If our work is culturally real and authentic, it’s relatable and establishes emotional connection and relevance,” said Ignacio (Iggy) Narbona, a senior designer on GMR’s Experience Design (XD) team. “By including diversity and representation in the process, it broadens your perspective and allows each person to see themselves in the things with which we consume and engage.”

Upon the relaunch of our ERGs, we identified an opportunity to empower our members to reclaim their narratives and shape how their identities are represented in our creative work. In 2022, our ERG

members served as brain trusts advising on how brands could show up more authentically within major activations such as pride festivals, baseball games, soccer matches and more.

“GMR was the first place I’ve worked where there was such a big push for diversity in my work,” Narbona said. “But you can’t create something you don’t understand, so educating yourself is key. The best thing we can do is recognize that we are not experts and people who are in the community are not necessarily experts either, but they are a head start in the best direction. By utilizing our Employee Resource Groups and the diverse community of StoryMakers we can make the best decision for representation in our work. This inclusive process allows the community to feel directly related to our creations.”





Ignacio  
Narbona

*“GMR was the first place I’ve worked where there was such a big push for diversity in my work, but you can’t create something you don’t understand, so educating yourself is key. The best thing we can do is recognize that we are not experts and people who are in the community are not necessarily experts either, but they are a head start in the best direction. By utilizing our Employee Resource Groups and the diverse community of StoryMakers we can make the best decision for representation in our work. This inclusive process allows the community to feel directly related to our creations.”*

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GMR MARKETING 2023

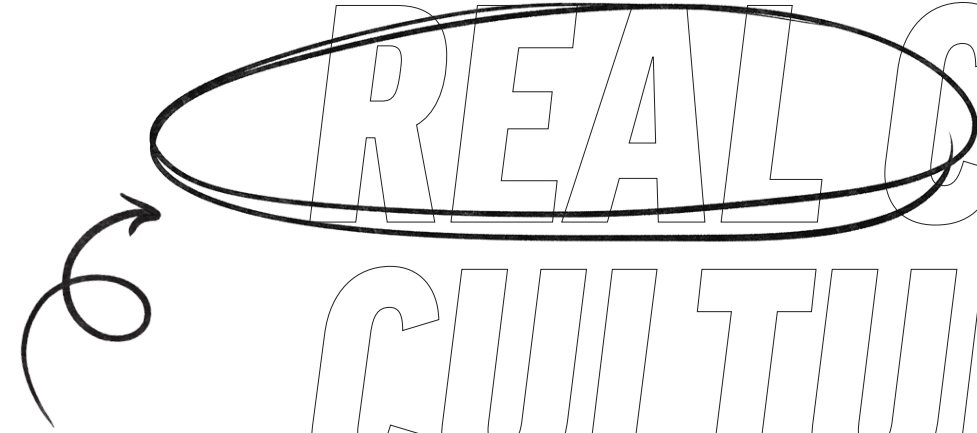
26

STORY 06

*Creating  
Authentic  
Narrative*

Our XD team is comprised of many creative minds like Narbona, and all are driven by constantly reimagining how to bring the world's best brands to life. The depth of authenticity that we strive for at GMR is what we interpret as work that is “culturally real.” When reflecting on the value of representation within the design process, Group Executive Creative Director Krista Hansen shared, “representation--culturally

real representation--takes intentional investment and time. To effectively represent something that you may not personally be connected with means you have to study it, even bringing in an expert to relay the different nuances required to create representational authenticity. Because, ultimately, every representation moment contributes to or dilutes the power of being culturally real.”



**FOCUS ON IMPACT,  
NOT INTENT.**

CULTURALLY  
REAL CULTURALLY  
CULTURALLY  
REAL CULTURALLY  
CULTURALLY  
REAL CULTURALLY  
CULTURALLY  
REAL CULTURALLY  
CULTURALLY

# Case Study: Google + NBA

## *DEI in the Work*

On Giving Tuesday, Google Pixel and the Google Store announced a \$1 million contribution to the NBA Foundation in support of its mission to create greater economic opportunity for Black youth. Google's contribution, the largest ever from an NBA partner, will specifically benefit the Foundation's HBCU (Historically Black Colleges and Universities) Fellowship Program and other nonprofit community initiatives across the country. Google Pixel, the official fan phone of the NBA, will be contributing \$500,000 with the remaining funding coming from sales of phones in the Google Store. The effort is a continuation of Google's long history of supporting HBCUs.

The \$1 million contribution, surrounding launch plan, and future program integrations are a direct reflection of GMR's efforts with Google in 2022, which were centered on finding meaningful and impactful ways to build on the success of past years' HBCU class partnership. GMR identified the NBA Foundation as a potential partner, spearheaded conversations on the areas within the

Foundation the contribution could impact and led all conversations with the client, the NBA, and the NBA Foundation to bring this program to life. The result is a foundational program and platform that will help transform lives and shape futures.

Gerard Littlejohn, Senior Director of Partnership and Social Impact, was one of the key StoryMakers who helped bring this partnership to life. He felt this project was more than a work task but an opportunity to provide support to students that look like him and come from a similar background. The HBCU students will enter an internship where they will work with an NBA team in various front-office positions, from ticket sales to corporate operations. Gerard was afforded a similar opportunity when he was in college, which he believes had a positive impact on shaping his career.

"I see myself in those kids," said Littlejohn, "Though I didn't go to an HBCU, if a foundation's motto is to uplift and stimulate Black economic growth, I approve because I grew up in a low-income

area that needed this. This is important because of the relationships, exposure, and social capital the students will gain from working with an NBA team. What often doesn't lend itself to economic mobility in the Black community is the lack of social capital and if it weren't for opportunities like those that the foundation offers then I would not be where I am today. Through this partnership, numerous students will benefit from this experience and be able to identify the best pathways for themselves resulting in incredible career trajectories. I'm honored I get to work on such impactful work at GMR."

GMR's role in partnerships is to assist brands in finding their voice and reaching their audience, but this can only happen when the right people are working on the right projects. The agency creates insightful and collaborative teams with diverse backgrounds and a deep connection to DEI values, which we embed into every part of our internal and external work. GMR brings StoryMakers' personal and professional experiences to the forefront to develop creative brand

solutions that instinctively incorporate a DEI lens.

Littlejohn added, "What I appreciate about GMR is that when I'm doing the work, I can bring my full, authentic self as a Black man, a father, a husband, a hip hop enthusiast, a sneakerhead, a sports fan, and more to the table and it's continuously embraced. I wear a Jordan shirt and I show my tattoos, but everyone is accepting of who I am. The focus is put on how I use my various identifiers to contribute to the work and give our clients a personal and unforgettable experience.

"When developing the work, GMR strives for purposeful partnerships. To evaluate partnerships, we analyze three key factors: building cultural relevancy and social impact, building brand awareness, and considering the target audience. DEI is baked into our approach and it's the fabric of who we are. We don't have to make sure to incorporate DEI – we are DEI. We have a diverse set of people, skills, and thought leadership to exemplify this. Our entire process is with DEI in mind."

STORY 06

*DEI in  
the Work*

GMR's long-held belief in working with partners is that our experiences as humans are central to the expertise we each bring forward. By inviting our StoryMakers to share their individual point of view, we're dramatically expanding our reach and our perspectives – all tying back to our DEI goals of elevating all voices. Our teams are constantly striving to make our work ever-more relevant, culturally real, and accessible, all with the goal of ideas that become unforgettable.

“The key has been and continues to be that GMR meets brands where they are.” Littlejohn explained, “Whether that is a brand that wants to reconsider their audience or brand equity, we begin at their starting line and carve out a path to the most impactful results. For GMR, this starts with utilizing our talent with various perspectives that showcase our lived and learned experiences while bringing our own stories to the work. Making sure we have the right talent at the right tables, we are showcasing who we are as an agency and allowing clients to see what they could be doing through the collective that GMR is and represents. Consumers are making brand choices based on what type of people are in their brands. As a diverse country, our marketing and approach has to reflect that.”



STORY 07

# DEI Training & Accountability



# Evolving Our DEI Learning Journey

CHRIS  
MCCOY

*Talent  
Development  
Designer*

At GMR, we are committed to embedding DEI into every aspect of our workplace culture and that requires us to transform traditional workplace trainings into innovative, cutting-edge DEI learning experiences. In 2022, we reinvigorated our approach to DEI education through an all-new DEI curriculum: GMR's DEI Learning Pathways.

This year, GMR sought feedback from all parts of the agency to craft exceptional learning experiences for our StoryMakers. The result was the creation of our three DEI Learning Pathways that include an array of instructor-led and self-paced online courses. These pathways allow StoryMakers to choose courses that are best suited for their personal and professional growth.

“Including DEI in our educational offerings is essential as it aligns with our values and behaviors as an agency,” said Chris McCoy, Talent Development Designer. “As GMR continues to expand our global footprint with AWE, it’s more important than ever to know how to work with individuals from varying backgrounds and accentuate different perspectives in our work— heightening our StoryMakers’ sense of belonging at the agency.”

*“As GMR continues to expand our global footprint with AWE it’s more important than ever to know how to work with individuals from varying backgrounds and accentuate different perspectives in our work— heightening our StoryMakers’ sense of belonging at the agency.”*

CHRIS MCCOY

STORY 07

*Evolving  
Our DEI  
Learning  
Journey*

GMR's DEI Learning Pathways focus on illuminating the full spectrum of diversity and the way it enriches our workplace culture. "The learning experiences are set out to help StoryMakers examine the diversity of experience and perspective," McCoy explained. "Age, location, working style, generational differences, and identity are all part of DEI and we as StoryMakers are coming together to understand how to better leverage our diversity to create the most ingenious and influential work."

Our DEI learning experiences make an impact at multiple points in the StoryMaker journey – not only during instruction but through follow-ups that result in our StoryMakers exhibiting more inclusive behavior. This structure directly influences employee engagement and therefore, the quality of our work. "Our DEI learning experiences help to broaden the lenses through

which we as StoryMakers interface with the world around us. They prompt an interconnectedness that enriches the way we approach the work." McCoy continued "After participating in one of our DEI learning experiences, one team felt inspired to conduct courageous conversations that not only encouraged vulnerability but fostered a level of psychological safety that was not present before."

At the close of the year, more than 86% of GMR StoryMakers participated in our new DEI Learning Pathways' educational curriculum. "I applaud our StoryMakers for leaning into their curiosity and appreciate GMR for championing the opportunity for it to occur. As we welcome 2023, we will continue providing equitable learning experiences that embrace discomfort, welcome new understanding, and challenge us to do the same."





DEI LEARNING PATHWAYS

01

02

03

**UNDERSTANDING DEI AT GMR**

Key areas of focus in this curriculum include cross-cultural communication, stereotypes and white privilege.

**INCLUSIVITY IN PRACTICE:**

Key areas of focus in this curriculum include neurodiverse inclusion, organizational inclusivity, and practical strategies to become more inclusive.

**ROAD TO CULTURAL FLUENCY:**

Key areas of focus in this curriculum include ageism, psychological safety and understanding misconceptions about the transgender community.

STORY 07

# DEI Credit System

SOPHIE  
MALDONADO

*Senior Director,  
DEI*

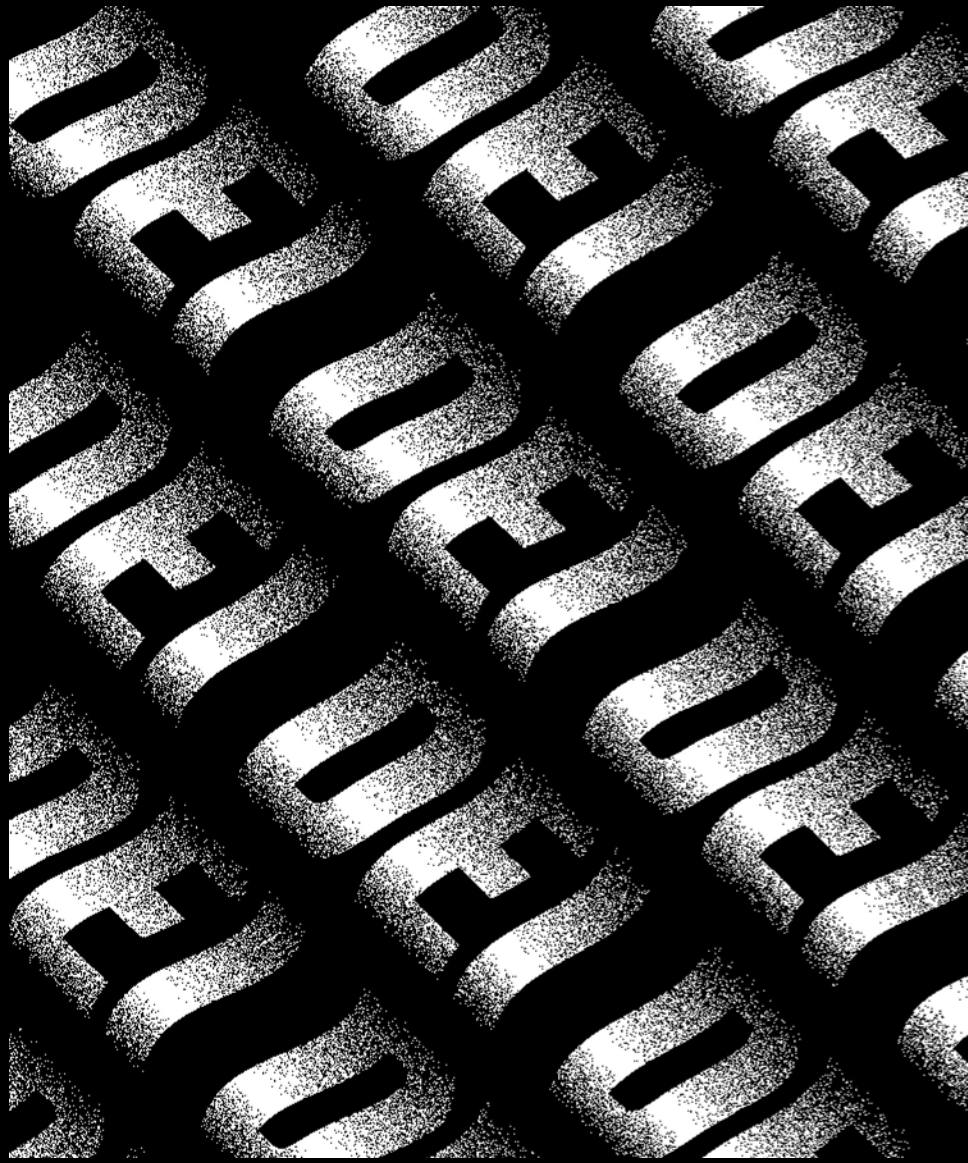


*“A marker of any sound DEI strategy lies in how well a company holds its leaders and employees accountable to maintaining a DEI-centered culture. At GMR, our DEI Learning Pathways are an accountability measure that go beyond mandating a standalone unconscious bias course. We’ve curated an approach that provides StoryMakers with a high level of autonomy, a rich variety of learning experiences, and a breadth of topics that helped us reach tremendous success in year one.”*

SOPHIE MALDONADO

Through our DEI Learning Pathways, StoryMakers are empowered to participate in learning experiences that fit their personal and professional DEI journeys. Our DEI Learning Pathways are a credit-based DEI education

system that offers many educational opportunities covering a myriad of topics. This approach helps foster a culture of continuous learning through shared accountability.



## **WE BELIEVE EXPERIENCE MATTERS**

We are an experience agency, built to make stories that become lasting memories. GMR started in 1979 with a concert series for a beer brand. Back then, we pioneered experience marketing, and we're still leading the way. We tap into passions for music, sports, and entertainment to manage tours, build worlds, and craft experiences other agencies can't. Those experiences are founded in data, rooted in science, grounded in strategy, designed meticulously, and executed flawlessly. While our global team creates, consults, and activates in more than 70 countries, GMR is headquartered in the United States as part of Omnicom Group Inc. Learn more at [GMRMarketing.com](https://www.gmrmarketing.com).